

Section 2-2. DLAMP SELF-ASSESSMENT TOOL

This self-assessment tool was developed to assist you in identifying your educational and developmental needs. The self-assessment tool reflects the skills and competencies needed for positions in the Senior Executive Service. Using this tool will help you develop your Individual Development Plan and plan your short- and long-term training objectives. Note the competencies in which you are proficient, in the “Met” column. For those areas you identify as not fully met, indicate the training or education program(s) and work experiences that would help you attain the needed skills. We strongly recommend you discuss the results of the assessment with your supervisor and mentor.

OPM Executive Core Qualifications		
Competency Objectives	Met	Training Required
<p>1. Leading Change. The ability to develop and implement an organizational vision which integrates key national and program goals, priorities, values, and other factors. Inherent to this is the ability to balance change and continuity--to continually strive to improve customer service and program performance within the basic Government framework, to create a work environment that encourages creative thinking, and maintains focus, intensity and persistence, even under adversity.</p> <ul style="list-style-type: none">• Aware of internal and external environmental factors which impact your ability to implement change: political, economic, social, technological and administrative.• Understands the roles and relationships of the following on national policy making and implementation process: the President, Congress, the Judiciary, Political appointees, state and local governments and special interest groups.• Exercises leadership skills to motivate employees to incorporate vision, strategic planning, and elements of quality management into the full range of the organization's activities.• Has a positive and constructive attitude towards the challenges of change and the ability to adjust rapidly to new situations.• Possess a high level of initiative, effort, and commitment to public service.• Self-motivated, seeks additional responsibility and follows through.• Resilience (i.e., ability to recover quickly from setbacks).		
Competency Objectives	Met	Training Required
<p>2. Leading People. The ability to design and implement strategies which maximize employee potential and foster high ethical standards in meeting the organization's vision, mission, and goals.</p>		

<ul style="list-style-type: none"> • Understands diversity issues. • Fosters a working environment where culturally diverse people work together, cooperatively and effectively. 		
--	--	--

DLAMP SELF-ASSESSMENT TOOL

Competency Objectives	Met	Training Required
2. Leading People. (continued) <ul style="list-style-type: none"> • Assesses employees' unique talents and training. Provides developmental opportunities, which maximize employees' capabilities and contributions to the organization. • Provides leadership in setting the workforce's expected performance levels commensurate with the organization's strategic plan. • Promotes quality through effective use of the organization's performance management system (e.g., establishing performance standards, appraising staff accomplishments using the developed standards, and taking action to reward, counsel, or remove employees, as appropriate). • Resolves administrative, labor-management and EEO issues by taking appropriate disciplinary actions. 		
Competency Objectives	Met	Training Required
3. Results Driven. Understands accountability and strives for continuous improvement. Is able to make timely and effective decisions that produce results through strategic planning and the implementation and evaluation of programs and policies. <ul style="list-style-type: none"> • Appropriately applies procedures, requirements, regulations, and policies related to specialized expertise; understands the link between administrative competencies and mission needs. • Integrates program evaluation criteria into program design. • Assesses policy, program, and project feasibility. • Formulates short- and long-term goals and objectives and integrates them into the strategic plan. • Structures and organizes work. Sets priorities for successful accomplishment of the strategic plan while balancing the interests of clients and readjusting priorities to respond to the organization's and customer's needs. • Anticipates, diagnoses and resolves potential and actual problems related to program implementation and goal achievement, to include development of contingency plans. • Is knowledgeable of internal control standards. • Accountable for program results and holds others accountable for meeting their standards. • Understands the need to market programs. Develops and implements appropriate marketing tools. • Willing to take risks with new programs. • Is technically proficient. 		

DLAMP SELF-ASSESSMENT TOOL

Competency Objectives	Met	Training Required
<p>4. Business Acumen. The ability to acquire and administer human, financial, material, and information resources in a manner which instills public trust and accomplishes the organization's mission, and uses technology to enhance decision making.</p> <ul style="list-style-type: none"> Assesses current and projected staffing needs based on organizational goals and budget realities. Knowledgeable of merit principles and prohibited personnel practices to select, develop and manage a diverse workforce. Manages a budgetary process, including preparing, justifying and executing the budget under organizational and Congressional procedures. Knowledgeable of procurement and contracting procedures. Integrates and coordinates logistical operations. Understands the processes for allocating financial resources. Possesses marketing expertise to ensure appropriate funding. Knowledgeable of internal controls for financial systems. Manages information systems and other technological resources to meet the organization's needs by ensuring the efficient and cost-effective development and utilization of these systems and the ability to personally use systems. 		
Competency Objectives	Met	Training Required
<p>5. Building Coalitions/Communication. The ability to explain, advocate and express facts and ideas in a convincing manner. A skilled negotiator both internally and externally. Develops an expansive professional network with other organizations to identify the internal and external politics that impact the work of the organization.</p> <ul style="list-style-type: none"> Represents the organizational unit and its work (e.g., presenting, explaining, selling, defending, and negotiating) to those within and outside the agency (e.g., agency heads and other political and career executives; Office of Management and Budget; Congressional members, staffs, and committees; the media; clientele and professional groups). Establishes and maintains working relationships with internal organizational units (e.g., other program areas and staff support functions). Develops alliances with external groups (e.g., other agencies and governments, Congress, and clientele groups). Works effectively in-groups and teams. Is understood and supported by higher level management. 		

DLAMP SELF-ASSESSMENT TOOL

DEFENSE CRITERION		
Competency Objectives	Met	Training Required
<p>Knowledge of the Department of Defense and Joint Service Principles. Involves knowledge of the operational aspects of more than one major Defense organization (e.g., Army, Navy, Air Force, or Defense Agencies) and an understanding of the world geo-political/military environment in planning coordinating and communicating toward mission accomplishment. It also involves the ability to incorporate joint service principles.</p> <ul style="list-style-type: none"> • Knowledgeable of the Commission on Roles and Missions and other studies directly related to the operations of DoD. • Understands the operational aspects of Departments of the Army, the Navy and the Air Force. • Applies Joint service principles in planning, doctrine, coordination, and communication. • Knowledgeable in planning, doctrine, coordination, communication, and training in support of a Unified Commander-in-Chief. • Understands the military aspects of the promotion of constitutional democracy and respect for human rights. • Knowledgeable about the DoD drug control policy. • Knowledgeable of emergency planning and preparedness, crisis management, and defense mobilization. <p>Possesses substantive knowledge of the Department's national security mission:</p> <ul style="list-style-type: none"> • The roles and relationship of the National Security Council (NSC), Department of State (DOS) and other Departments, Agencies, and interagency groups with responsibilities for national security policy. <ul style="list-style-type: none"> • Crisis prevention and management, including contingency planning for major areas of concern. • The conduct of alliances and defense relationships with foreign government, their military establishments, and international organizations defense security assistance. • Reducing and countering threats to the U.S. and allies of weapons of mass destruction, counterproliferation, arms control and security policy. International technology transfer, export controls, dual-use and munitions licensing, arms cooperation programs, and enforcement and intelligence systems. Strategic and theater nuclear offensive forces, strategic and defense forces, and space systems. • Special operations activities, including civil affairs and psychological operations, and low-intensity conflict activities, including counterterrorism, support to insurgency, and contingency operations. <p>Contributes to a shared sense of trust among senior military and civilian leaders.</p> <ul style="list-style-type: none"> • Identifies past working relationships that have shaped a sense of trust among military and civilian leaders. 		

<ul style="list-style-type: none"> Identifies experiences that contribute to enhancing a shared sense of trust with senior military and civilian leaders. 		
--	--	--